

CENTRAL INTELLIGENCE AGENCY



OLL

OLL: 84-4656

Director, Office of Legislative Liaison

28 December 1984

NOTE FOR: Executive Director

-Attached is from [redacted] DDI office, STAT assigned here on rotation.

-Her guess is that the returns from such an effort would be positive (otherwise she would not suggest doing it) and upbeat.

-The corollary idea of 1/2 decade or decade reunions has some appeal.

-Reaction?

[redacted]  
Charles A. Briggs

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Attachment

Distribution:

Original - Addressee w/att.

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D/OLL:CAB:mlg (28 December 1984)

26 December 1984

MEMORANDUM FOR: D/OLL

SUBJECT: Proposal for a "New Initiative"

1. In September 1966 I was among 75 new recruits who embarked on the year-long Career Trainee (CT) program. Today, 39 of these 75 CTs remain at CIA (according to Office of Personnel statistics) and are now in their 19th year of service. Half are with the DO. Of the 36 who resigned over the years, only nine departed in the last decade (1974-84). The greatest exodus occurred during the first five years of employment. Considering everything, I think this retention rate is rather good.

2. As the twentieth anniversary of my CT class approaches, I think it would be interesting and instructive, to conduct an opinion poll of those remaining. Hopefully, the findings would be substantial enough to be reported in an article in Studies in Intelligence. If not, the project might be expanded to include the polling of other CT classes of 1966.

3. The Agency does not do much to encourage comraderie and sustained intramural communication among employees. Why not touch base with CT alumni at their fifth, tenth and twentieth anniversaries to see how they are doing and what they think of the Agency and their careers? The results could be shared in a one-day seminar. Such an endeavor might contribute to a renewed sense of purpose and worth among mid-career employees. It should also give senior management valuable insight into personnel and policy matters.

4. The following is my attempt to devise a questionnaire that I would propose sending to the members of the class of 1966. This project would, of course, require top-level endoresement.

## I. THE INTRODUCTORY PHASE: 1966-70

## A. The CT Program

For most of the 75 members of the September 1966 class, the CT program was also an introduction to CIA. Classroom instruction and interim desk assignments lasted a year or more. In retrospect, what do you think of that investment of time? Did it provide a good start to your Agency career? Did it turn your professional life in a direction you never expected to go?

## B. Early Assignments

CTs had little choice in first assignments. Some were immediately absorbed in the SouthEast Asian conflict. What was your first "real" job? Was it what you wanted to do? What, if any, impact did the Vietnam war have on your early assignments and/or your attitude toward the Agency? Did you experience any career "breaks" in these first five years?

## II. THE TUMULTUOUS YEARS: 1971-75

Recall the upheavals of this period:

- The Watergate break-in, 1972
- DCI Schlesinger and the RIFs, 1973
- Congressional hearings on Watergate and the Ellsberg matters, 1973-4
- The Hughes-Ryan amendment which expanded legislative oversight of CIA covert activity to eight committees in Congress
- The Rockefeller Commission which confirmed improprieties in CIA domestic operations, 1975
- The Church Committee in the Senate and the Pike Committee in the House, 1975, which investigate CIA activities
- The fall of Saigon, April 1975

US intelligence operations came under intense public and Congressional scrutiny in 1975. Public disclosures produced a wave of skepticism about the CIA and prompted pressure for new controls on US intelligence activities. Looking back, what impact did these events have on your attitude toward the Agency? Did you know officers who left the Agency during this period? What are your thoughts today about this controversial era?

## III. CONGRESSIONAL OVERSIGHT AND OTHER CHANGES: 1976-80

In 1976 and 1977 Congress established intelligence oversight committees in the Senate and the House. Meanwhile, at CIA, successive internal reorganizations contributed to uncertainty and lowered morale. DCI Turner (March 1977 - January 1981) sought to promote a better public understanding of the Agency's mission abroad and its analytic capability

-3-

at home. What was your reaction to efforts to "open up" the Agency? What do you think are the pros and cons of the various moves undertaken to reorganize the Agency and to make it more responsive to legislative oversight? Did you undergo any fundamental job changes during this period?

#### IV. REBUILDING AND NEW CONTROVERSY: 1981-84

During the 1980s the Agency has clearly been on the rebound. Success has been achieved in many areas: increased budget and hiring, growing public support, higher employee morale. New legislation restricted Congressional oversight of covert activity to the two Select Committees on Intelligence. In 1982, after another legislative battle, it became illegal to publicly identify US covert employees overseas--an effort designed to curb CIA critics such as Philip Agee and the editors of the Covert Action Information Bulletin. Despite such help, overseas duty lost some of the appeal of earlier years. The terrorist threat, the growing phenomenon of dual career couples, and fewer financial inducements pose problems for those working abroad. Meanwhile, the controversial US role in Central America, the serious problem of leaks to the press, and alleged politicization of the Agency cause misgivings for some Agency employees. The likelihood of substantial changes in the US civil service retirement program clouds retirement plans for many.

How does your future look to you in your 19th year at CIA? Do you have regrets about your career choice? 'Would you do it all over again? What do you see for yourself in the next decade? A top-level managerial slot? Early retirement? A new, non-Agency career? More of the same?

#### V. THE FUTURE

How can the Agency improve? Twenty-year veterans probably have insights and suggestions that both junior and senior employees would find helpful. Any thoughts you might wish to share would be appreciated.



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